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ABSTRACT

Project RESOURCES (Retired Employees Skills Outreach Using Retirees in Continuing Employment Situations) was developed at Middlesex County College (MCC) to meet the employment needs of the over 55 age population. Designed to assist others in implementing similar programs, this manual provides an overview of the project, including information on staffing, activities, and outcomes. First, introductory material looks at the rationale for the project, its objectives, and the characteristics of RESOURCES participants. The next section focuses on staffing needs, outlining the responsibilities of the Project Coordinator and project assistants. Next, the activities and methods of the project are described, including information on how to organize and operate such program components as: (1) a job fair, designed to link retirees with prospective employers; (2) discussion groups, which seek to provide information about the project and instill self-confidence and a sense of belonging to a group; (3) information dissemination to retirees and employers; (4) workshops on resume preparation, interviews, and job applications; (5) program publicity; (6) field work with community members; (7) the Project RESOURCES newsletter; (8) direct presentations to both employers and retirees; (9) the Job Bank, which matches retirees to appropriate employment opportunities; (10) the Advisory Council; and (11) close and ongoing contacts with participants. The final sections discuss the relationship between Project RESOURCES and MCC's Division of Community Education, and offer additional recommendations. Forms, data sheets and other materials related to various project activities are provided throughout the manual. (EJV)

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JG 870.408

Middlesex County College
Division of Community Education
Anita E. Voorhees, Dean

A MANUAL

submitted by
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and

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JUNE 1987

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Anita E. Voorhees

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INTRODUCTION

The concept for Project RESOURCES - Retired Employees Skills Outreach Using Retirees in Continuing Employment Situations - was developed on the basis of the employment needs of the over 55 age population (hereafter referred to as retirees). It appeared that while longevity and good health for retirees were increasing so too was the loss of their jobs. Company mergers and acquisitions, increased benefits costs to employers, and the change in local industry from manufacturing to service caused displacement within this same group. As market research has discovered in consumer goods studies, there are vast differences in the perception of retirees by both retirees themselves and others. As popular perceptions vary so do actual needs.

Faced with the loss of a job the retiree begins his/her own job search, and is confronted by those popular perceptions. In turn they often hear such phrases as "over qualified." When introduced to RESOURCES and the availability of guidance, information, and retraining the response from retirees was significant and enthusiastic. Within the first

four months of operation 137 retirees had registered with Project RESOURCES. The response underscores the fact that retirees wish to re-enter the workforce, and will seek the assistance needed to accomplish this. They acknowledge that they cannot always find employment on their own. Within the college setting the objectives of RESOURCES are to offer assistance, including retraining when necessary, and to provide guidance, workshops, and support groups. Each of these will be discussed in detail in later sections.

From the employers point of view, the low rate of unemployment (3.7% in the county) makes consideration of an alternate workforce a necessity. In a time when one reads of the "baby bust," one sees major national advertising campaigns focused on the older worker. Their abilities are recognized and needed. Increases in the costs of benefits, now averaging 25% of the payroll dollar, cause many employers to be reluctant to add full-time, fully-benefited workers to their organization. Again, the answer can be, in part, the flexibility offered by the retiree. Part-time, temporary workers with hands-on experience, who require no or low benefit plans, are an attractive alternative. As educational patterns change, and as shortages in

clerical, computer and some engineering occupations are experienced, retirees may be used to address these problems. RESOURCES functions with the full cooperation of the employers. In so doing RESOURCES provides the link between employer and retiree. A major objective for the project is to involve the private employment sector and to recognize and address its needs.

The Division of Community Education of Middlesex County College provides a unique and qualified operative base for this project. Through the Career Preparation Center, the Community Advisement and Resource Center, and the Business, Labor and Industry Component, the Division has established significant contacts within the private sector.

Additionally, over the last seven (7) years the Division has received funding for highly successful demonstration projects from the U.S. Department of Education, the N.J. Division of Vocational Education, the Greater Raritan Private Industry Council, and the N.J. and County Departments of Human Services. Projects implemented through these funding sources have enabled the College to establish viable linkages with area employers. Other employment oriented programs

include a seminar entitled "The Keys to Increasing Productivity," a national conference focusing on enhancing communication and interaction between the education and employment centers which was developed and presented through the College's Division of Community Education.

In attempting to formulate a composite profile of a RESOURCES participant no single characteristic can be held in common except age. The skill and accomplishment levels of the retirees are quite varied. The skills represented in the group range from non-specific office skills or assemblyline work to first level management and industrial skills (such as those of a stationary engineer or sheet metal worker). Fork lift operators and warehouse workers are also represented. Retired professionals such as chemical engineers and accountants have become active participants in RESOURCES. Again, it is noted by the wide range of skills that in the turn to a service economy from an industrial one, the skills of some retirees become less valued. Innovative approaches to re-training programs for retirees can be implemented by a program with RESOURCES scope.

Coming from a generation in which employment

stability was rewarded, retirees often lack the current skills in dealing with resumes, applications, and/or interviews. RESOURCES provides the assistance in dealing with the generational difficulties in the world of work.

No amount of retirement planning could have predicted the economic changes that have taken place over the last decade. Therefore, it has become a necessity for many retirees to augment their income. It is appropriate that a community college provide the supports necessary for this segment of the population - a segment that traditionally respects higher education. It is also a segment that correlates the augmentation of income with the need to work.

Retirees who have successfully sought employment have referred others to RESOURCES. Likewise Human Resource departments have continued to call for additional retirees.

STAFF

To initiate the pilot program the staff was composed of a full-time coordinator and three part-time project assistants. The coordinator reports directly to the Dean of the Division of Community Education. The project assistants report to the coordinator. The full support services of the Division and the College were available to the project. These services included clerical, payroll, communications, graphics and printing, and public relations. These support services are necessary to basic daily functioning and must not be overlooked in establishing a similar program. It is preferable that the clerical staff have some CRT experience. The Job Bank, for example, functions best using a database program.

PROJECT COORDINATOR

The coordinator has full responsibility for making the program work. To do this the coordinator must be able to work with both employers and retirees and community outreach efforts must be directed at both groups. For example, retirees can be reached through contact with senior clubs and organizations of retirees. Organizations with large memberships, such

as the N.J. Bell Pioneers and the Association of Retired Federal Employees, offer opportunities at their monthly meetings for speakers. A presentation (outline follows), including a question and answer period, should run about 30 minutes. A brief synopsis of the presentation included in the group's minutes, or monthly newsletter, is left for the convenience of the officers and allows those members not present access to the information. To facilitate this segment of the program it is recommended that the coordinator's background include active involvement with senior groups. Both direct and indirect service experience with seniors is necessary.

Among the other assignments designated to the coordinator are development of appropriate workshops and facilitation of discussion groups. Both of these activities are described in detail in later sections. The discussion group and workshop are primarily designed for the retirees; however, the employers in the program benefit and may be included. They might appear as a guest speaker or a workshop may be directed to them. For example, a conference was called for both employers and staff to discuss the realities of placement and how best to prepare retirees for

employment. Changes and amendments to curriculum, career orientation, career preparation and guidance within Community Education were analyzed with employers.

The coordinator arranges individual interviews with retirees who are unable to attend discussion group meetings. During the interview one must be able to relate to the retirees' situation while assisting and encouraging them to pursue their goals. Many retirees are burdened with financial obligations, health problems relating to themselves or their families, and/or mental attitudes that lead to doubts concerning their abilities. With advisement, or referral to counseling, the retiree can discover that solutions exist to most of the problems.

Positive publicity on the local level increases the number of participants. Generating publicity becomes one of the coordinator's responsibilities. Writing and editing proposals, newsletters, and press releases in connection with all aspects of RESOURCES falls to the coordinator. It is suggested that this be clearly stated in the job description.

PROJECT ASSISTANTS

The job description for this position stresses the

ability to contact employers in developing employment opportunities. With this contact the assistants present to employers an assessment and identification of the retirees needs. Through regular staff meetings and briefings the needs are discussed collectively and each member has input and shares in the proposed plan of action for each retiree.

In addition the project assistants will:

1. Work 24 hours per week
2. Provide their own transportation (mileage reimbursement is offered)
3. Contact area employers with the purpose of discussing available job opportunities (part-time, temporary part-time, temporary full-time or job sharing etc.) for retirees and/or other older Americans. It is convenient to divide the area being served for travel efficiency.
4. Meet with prospective employees through outreach presentations.
5. Participate in record keeping
6. Become familiar with computer Database
7. Accept additional responsibilities pertaining to the program

It must be noted that the three project assistants for RESOURCES came from the retirees who initially expressed an interest in the program. Combined, their backgrounds cover experience in business, industry, managerial and educational professions. This broad range has served them well as they have assumed the additional role of peer advisor. They are able to advise retirees from the perspective of similar age, background, and life experiences.

METHODOLOGY

Once the staff is in place the actual work of implementing the program begins. It is not the intention to offer a definitive approach. The methods can certainly vary depending on staff and management styles as well as institutional policies and procedures. The methods described on the following pages represent the course of action undertaken by the RESOURCES staff.

It was truly a learning experience for all concerned. As such, errors were made or may be perceived by anyone reading this manual. Throughout the manual recommendations are offered for alternative approaches.

A. JOB FAIR

In order to launch Project RESOURCES with impetus, a job fair was selected as the first formal event. The idea was to bring together the two groups in a forum in which they could exchange ideas and express their individual needs. Time was allotted to the employers for presentations, and to the retirees for questions. In addition, an informal time period was set aside for more specific concerns.

The selection of employers invited to this program was based on whether or not they had immediate job openings. If so, were these jobs appropriate for the target population? These criteria were presented to the private sector contacts made by Division staff over the year. Many employers attended the Fair.

Likewise, the Division of Community Education has been actively involved in the senior community of Middlesex County for 20 years. The Senior programs offered through the Division have addressed every area of concern expressed by seniors from advocacy and health care to social security and understanding finances. Service providers to the elderly meet monthly on the main campus and the topics most currently of concern to seniors are highlighted at these meetings. The potential employees for RESOURCES came from this pool. They received announcements for the Job Fair, and many of them attended.

The publicity was both direct and non-direct. A direct mailing was done to the senior community. Prior to the mailing a press release appeared in the local papers announcing the awarding of the RESOURCES grant by the NJ State Department of Higher Education through the Office of Community Colleges. After the direct

mailing another press release announced the Job Fair. Telephone follow up was of course done and is always recommended.

In addition to employers and seniors, members of the community who had supported the RESOURCES concept from its inception were invited speakers. From the range of speakers, it was apparent at the start that RESOURCES would operate with a wide base of support.

Samples of the outreach to seniors, the agenda for the day, and samples from the folder of materials given to each participant can be found at the end of this chapter.

B. DISCUSSION GROUPS

With the success of the Job Fair, it became very important to have an immediate follow up plan for the retirees. In contrast to the large format of the fair, it was decided to have "step-two" take the opposite approach. The retirees were invited in small groups to morning sessions on campus. With this the discussion group became a regular part of the RESOURCES program.

The format for a discussion group starts with a presentation explaining RESOURCES. It is similar to that given to all groups and will be discussed later. This is usually followed with a definition of what a

participant in Project RESOURCES can expect and how we proceed. It is always stressed that we are a college and that educational opportunities are available to all participants at all times. Placement is only one part of RESOURCES.

Members of the group are encouraged to introduce themselves and give some of their work experiences. Time is allowed for interaction and, whenever possible, the three project assistants attend. It is during this type of discussion that their roles become that of peer advisors. They share freely their own work experiences to which the retirees can relate. The exchange that follows is comforting and often lively.

Following a question and answer period smaller groups are formed each led by a project assistant. This is a time to gather as much information as possible regarding employment skills and interests. The coordinator uses this time to speak individually to each participant. From its inception Project RESOURCES has focused on the individual and his/her needs in preparation for entry to the work place as it exists in Middlesex County.

Occasionally a guest speaker will be invited to a discussion group. Another staff member from the

Division of Community Education might speak on a related program. An employer with a wide range of job opportunities might be included in a particular agenda. In any case, the speaker selected has information to offer the most members of the group.

The retiree should leave the discussion group with information, confidence, a sense of being a part of a group, and a clear picture of what RESOURCES can or cannot do for them.

3. DISSEMINATION

Two pieces of literature, a flyer and a brochure, were designed for dissemination at the outset of the program. The flyer was planned as a poster directed towards the retiree. Physically, the flyer was designed with two things in mind: 1. it was to be mailed. 2. it was to conveniently fit the average bulletin board. The text was deliberately kept to a minimum. The flyer was mailed and/or distributed to retirees via direct mail or through libraries, senior citizen clubs, senior housing, banks, food markets, etc.

The brochure, planned as a more detailed explication of the program can be sent to employers as well as retirees. However, it is not limited to either

group. The brochure outlines RESOURCES basic components and is widely distributed at professional meetings, business symposiums, or senior citizen conferences. The brochure is also a direct mail piece.

Both the flyer and the brochure use the same graphics. This 'logo' appears on all formal literature distributed by RESOURCES and has become identified with the program.

D. WORKSHOPS

Preparing for the Workplace

Workshop I: Resumes

This workshop is designed for a two day presentation. It is open to all RESOURCES retirees and is especially useful for those who will be applying for positions that require resumes. The three project assistants join their peers at the workshop and interact as peer advisors.

The workshop is given by an instructor from THE EMPLOYMENT NETWORK (see page 18), and individualized for the specific needs of the group. The instructor selects her material from the curriculum of THE EMPLOYMENT NETWORK. Materials, such as outlines for resume writing, are supplied. A complete outline of the workshop and materials used follow this section.

The curriculum for Workshop I focuses on resumes and interviews.

Additional assistance in preparing resumes is available through either the New Brunswick Career Preparation Center or the Perth Amboy Community Career Center. In addition to help with writing resumes, the Centers are equipped with typewriters, copiers, phones and literature pertinent to employment. Retirees are encouraged to enroll in the complete course of 4 weeks working at their own pace. This is a highly individualized program as are all the other approaches that are taken with the retirees.

Peer networking is available during the lunch break and personal business experiences are shared throughout the two days. Many retirees express the feeling that during an interview their age is an unexpressed disadvantage. In some cases too much work experience garners the same reaction from the interviewer. In part to deal with the latter experience, it is suggested that their resumes be tailored to highlight skills specific to the job being sought.

Placement with a temporary agency is often addressed with a presentation by a local agency. This

type of work assignment for a retiree allows the degree of flexibility that many RESOURCES participants wish.

Individually, the participants in this workshop described to the staff the two days as a positive, educational experience. Informal letters to this effect were received and a formal evaluation was included for Workshop II.

THE EMPLOYMENT NETWORK, designed to meet the needs of individuals seeking employment, is operated by Middlesex County College's Division of Community Education. It is based upon the self-directed job search model which requires that job seekers develop and implement their own self-marketing plan. Applicants are expected to assume full responsibility for their job search activities. NETWORK provides the instructional, motivational and technical support necessary to obtain employment.

Workshop II: Interviews and Applications

Although the benefits of Workshop I to those who attended were very positive, it is recognized that not every position requires a resume. One requirement that all positions do have in common is completion of an application. Over the years applications have become more complex. Many retirees have not encountered these

forms as they may have been employed for 25 years or more with a single employer. Even in the most relaxed applicant a certain amount of anxiety is felt when applying for a new job. To be handed a six page application set in small type can be quite disconcerting. Thus, Workshop II was designed to offer suggestions for completing the application.

Interviewing techniques were also covered. Again, the material for this workshop was extracted from the NETWORK curriculum and presented by the instructor from that program. For reference sample applications are collected and kept on file. An outline follows for the workshop.

Workshop II: Interviews and Applications

Day 1

- Complete applicant files
- Discuss applications
- Participants complete sample application
- Evaluate completed applications

Day 2

- Discuss interviewing procedures
- Answers to those "difficult" questions
- Appropriate dress

Guest Speakers

E. THE PRESS RELEASE

Publicity is vital for a new program. Direct advertising is quite costly and must be extensive to have the most effect. The press release and the radio spot represent alternatives. Throughout the program releases were issued at regular intervals. Working through the College's press and public relations department, these releases were aimed at the target audience. They were sent to both daily and weekly newspapers. Publication in the latter seemed to bring the most direct response from retirees. Perhaps, it is due to the focus of the weeklies on individual communities.

Corporate newsletters often accept material for publication from outside sources. Through the corporate newsletter both current and potential retirees are reached. In fact, employees planning to retire have called for information or to register with RESOURCES several months prior to their actual retirement. The newsletters of professional organizations with both active and retired memberships must not be overlooked.

Informal coverage through a popular column in the

NEWARK STAR LEDGER generated many phone and written responses. These responses were from all over the state. Unfortunately, many of the inquiries were turned away, as RESOURCES in its current form is mandated only for residents of Middlesex County. Examples of press releases and radio spots follow.

F. FIELD WORK

Although it will be discussed more specifically under PRESENTATIONS, field work must take its place within the METHODOLOGY section. By definition this includes all contacts in the community at large, with retirees and employers, and with professional and educational organizations or programs. This outreach brought the concept of RESOURCES to the community and to the individuals for whom it is intended. It reaffirms the idea of a continued work in progress as opposed to more static approaches. Contacts are continually made, reaffirmed, and developed into relationships that work for the program, the employers and above all the retirees.

G. THE NEWSLETTER

The newsletter, simply called RESOURCES, acts as an exchange of information for both employers and retirees who are registered with RESOURCES. Scheduled

for publication five times in each fiscal year, it identifies programs and employment opportunities. It reports on current events that are of interest to the target population. In addition, individuals and their accomplishments are highlighted. RESOURCES includes information about other Community Education programs and events that are appropriate for either retirees or employers.

Indirectly, it acts as a part of the support system available to the retiree through Project RESOURCES. It strengthens the concept that they are a part of a group with special interests and that these interests are being nurtured and expanded.

Each issue contains a tear off with which either retiree or employer can update information on file in the Job Bank.

Middlesex County College
Division of Community Education

PROJECT RESOURCES

AGENDA

INTRODUCTION	Eileen Kane, Coordinator Senior Programming Middlesex County College
PROJECT RESOURCES	Tory Salvest, Director Community Education Operations Middlesex County College
WELCOME	Anita E. Voorhees, Dean Division of Community Education Middlesex County College
KEYNOTE REMARKS	Assemblyman David Schwartz
EMPLOYMENT NETWORK	Deborah H. Piggins, Director New Brunswick Career Preparation Center
COMMUNITY RESOURCES	Abbey Sharp, Business Development Coordinator Greater Raritan PIC, Inc. Roger Keaton, Manager Administrative Support Services Greater Raritan PIC, Inc. Julie Piano, Employment Specialist JTPA Guy Williams, Executive Director MCEOC
EMPLOYMENT OPPORTUNITIES	Susan Spinola, Personnel Department Macy's Louis Baio, Vice President United Newspaper Peggy Bergman, Personnel Staffing Specialist Services Administration Mary Ann Pouso, Personnel Manager National Retail Resources

MIDDLESEX COUNTY COLLEGE
DIVISION OF COMMUNITY EDUCATION

JOB INFORMATION FAIR
FOR RETIREES AND PROSPECTIVE RETIREES

RESOURCES are available to assist you in identifying and obtaining employment opportunities on a regular part-time or temporary full-time basis.

Speakers will include:

- . Representatives of the Middlesex County
Private Industry Council
- . Area Employers
- . Middlesex County Employment and
Training Department
- . Employment Agencies
- . Educators
- . Retirees and Prospective Retirees

SPECIAL GUEST SPEAKER: The Honorable David Schwartz

Date: November 7, 1986

Time: 9 am to 12:30 pm

Place: Middlesex County College, West Hall Room 102

Project RESOURCES is funded by the State Department of Education,
Office of Community Colleges.

PREPARING FOR THE WORKPLACE
a two day workshop sponsored by Project RESOURCES
and presented with the cooperation of THE EMPLOYMENT NETWORK

March 3 and 4
Division of Community Education
West Hall, Rm 107
10 am to 3 pm

- I. Welcome and Introductions
- II. Presentation: Addressing the Needs of Retirees As They
Prepare to Re-enter the Workplace
Terry Turner, Instructor, THE EMPLOYMENT
NETWORK
- III. Lunch Break
- IV. Report on RESOURCES
- V. Meeting Individual Needs

MIDDLESEX COUNTY COLLEGE
DIVISION OF COMMUNITY EDUCATION
EDISON, NEW JERSEY 08818-3050

Dear Retiree,

Do you want to return to the workforce? Would you like
part-time or temporary full-time work?

Do you have questions?

Where to start? How to start? When to start?

We may have the answers. The good news is, Middlesex
County College has received a grant, funded by the State
Department of Education, Office of Community Colleges,
to assist the retired person who wants to return to the
workforce.

Complete and return form below for your reservation for
November 7, 1986 Job Fair.

Sincerely,



Eileen Kane
Coordinator, Senior Programs
Division of Community Education

JOB FAIR NOVEMBER 7, 1986

RETURN TO:

DIVISION OF COMMUNITY EDUCATION - WEST HALL
MIDDLESEX COUNTY COLLEGE
155 MILL ROAD, P.O. BOX 3050
EDISON, NEW JERSEY 08818-3050

NAME _____ PHONE _____

ADDRESS _____

SOCIAL SECURITY NUMBER _____

PERSONAL DATA SHEET

NAME: _____

ADDRESS: _____ TELEPHONES NOS.: Work _____

Home _____

Message _____

Contact in case of emergency:

SOCIAL SECURITY #: _____

Name _____

Relationship _____

Address _____

Telephone No. _____

EDUCATION:

High School _____ Yrs Attended _____ to _____ Graduate? _____

College _____ Yrs Attended _____ to _____ Graduate? _____

Degree and Major _____ GPA _____

Graduate Work _____ Completed? _____ Degree _____

Special Training/Business School/Other _____

MILITARY: Branch _____ Rank _____

Years of Service _____ to _____ Type of Discharge _____

Service Courses _____

EXTRACURRICULAR ACTIVITIES: _____

SPECIAL ACCOMPLISHMENTS: _____

SPECIAL SKILLS: Typing _____ wpm _____ Shorthand _____ wpm _____

Word processing _____ Ten Key _____ Other _____

REFERENCES: (Other than those employers listed on page 2) _____



Project RESOURCES

AIDING RETIREES AND OTHER OLDER AMERICANS TO OBTAIN PART-TIME OR TEMPORARY FULL-TIME EMPLOYMENT

Retired residents of Middlesex County who are interested in returning to work in part-time or temporary full-time positions are invited to call Project RESOURCES at Middlesex County College, Division of Community Education. Funded under a Vocational Education Grant from the State of New Jersey, the program has information and guidance available for retirees and other older Americans who are interested in continuing employment situations. Previous employment is not necessary to be considered for participation in Project RESOURCES.

Through the Job Bank segment of the program, potential employees can find employment opportunities in areas different than those from which they retired. Potential employees will be matched with jobs, and opportunities in flex-time, part-time, and job sharing will be explored.

Anyone interested in the program may call Darlene Yoseloff at 548-6000, ext. 350 or 548-6947.

Immediate Release

MIDDLESEX COUNTY COLLEGE PUTS SENIORS BACK TO WORK

Edison: Middlesex County College has received a Vocational Education grant from the State of New Jersey to assist retired residents of Middlesex County in identifying and obtaining employment opportunities on a regular part-time or temporary full time basis. The College's Division of Community Education will administer the project entitled RESOURCES (Retired Employees Skills Outreach Using Retirees in Continuing Employment Situations). Anita E. Voorhees, Dean, Division of Community Education explains that "evidence suggests that more retirees would re-enter the work force if they could obtain the information and guidance to do so." The College maintains liaison with local industry in order to be able to assess employment needs and to identify possible placements for retired workers. Voorhees further points out that "area employers are concerned about the fact that they are seeing fewer applicants with appropriate skills and could greatly benefit from a program which identifies the talents and availability of the older workers."

Project Resources will work closely with local industry to establish five employer based retiree programs within the next year. Job developers will actively work with local employers to develop jobs, while project counselors will match participants with jobs, conduct workshops for those preparing to return to work, and evaluate the retirees' on-the-job performance. An Advisory Council will be established to assess the effectiveness of the project and will be comprised of members of the private sector, educational institutions, and agencies providing services to the older individual. The Council members will use their expertise for developing retiree employment options and working with Project RESOURCES staff to establish linkages with local industry. A compilation of the Project's activities and findings will be published for later dissemination.

For further information contact the Middlesex County College, Division of Community Education at 548-6000, Ext. 350.

RADIO SPOT

PROJECT RESOURCES: AIDING RETIREES IN RE-ENTERING THE WORK FORCE

If you are retired, or are planning to retire, have you considered the option of re-entering the work force as a part-time employee? If you are a resident of Middlesex County, Project RESOURCES at Middlesex County College, Division of Community Education, can help you.

Funded under a Vocational Education grant from the State of New Jersey, department of Higher Education, Project RESOURCES has information and guidance available for those who would like to continue working in their own, or a similar field. You can register through the Job Bank segment of the program which will act as a clearinghouse for employment opportunities. The Job Bank may be of particular help if you plan to relocate after retirement.

Project RESOURCES also provides educational opportunities such as workshops and small discussion groups to help with re-entering the workplace.

Employers are also invited to call Project RESOURCES for inclusion in the Job Bank and for further information on Employer Based Retirement Programs. In this type of retirement program employers will use their own retirees to fill part-time positions or to cover shortages in temporary full-time situations.

You can contact Project RESOURCES at 548-6000, ext. 350.

ANATOMY OF A RESUME

A summary sheet with outline headings which include JOB OBJECTIVE, WORK EXPERIENCE, EDUCATIONAL BACKGROUND, AND REFERENCES in any order.

JOB OBJECTIVE: 40 words or less state the position you're looking for in terms of your qualifications.
-Brief and to the point. Highlight one or two of the candidates qualifications and motivate the prospective employer to read the rest of the resume.

WORK EXPERIENCE: Record of jobs held.
-Show date of employment (unless you've had many jobs in a short time period) name of firm, job title, responsibilities and accomplishments. *Reasons for leaving need not be included, they can be discussed in the actual interview, if it comes up.
-Prospective employer, while most interested in overall employment history, is most concerned with most recent job-the one which presumably represents your highest level of achievement. This should be the most detailed.

DATES OF EMPLOYMENT: Should be stated year to year, no need to specify months unless part-time or summer work.

FIRM: Name, city and state are sufficient.

JOB TITLE: Briefly describe duties of each position held.
Job title does not indicate the extent of your responsibilities.

RESPONSIBILITIES: You want to show how you carried out your responsibilities measured by productivity or company profits. When not feasible, mention other records of achievement i.e. special awards, citations, commendations, or promotions.
*If you state you introduced an innovative idea or system, that is commendable, but remember that you must show how it turned out to benefit the company.

EDUCATIONAL BKG: List of schools attended, with dates for each, degrees and honors earned, college grads need not list courses taken, some-

References: Can be left out completely or "Supplied upon Request."

TIPS: TO REMEMBER WHILE PREPARING YOUR RESUME

1. TIP: Your resume is your personal advertisement.
2. TIP: Be sure to start with your name.
3. TIP: Be concise and to the point.
4. TIP: The job objective should logically connect with the balance of the resume.
5. TIP: A capsule resume can highlight marketable features of your career.
6. TIP: If you've had experience, start with your work history, but if you've just graduated from college, start with your educational background.
7. TIP: Always start with the present or most recent experience and work back into the past.
8. TIP: Don't write in the third person (he or she). Don't overuse the pronoun "I"
9. TIP: Always list your most advanced or most significant degree first.
10. TIP: List all dates.
11. TIP: Extracurricular activity can be important.
12. TIP: Recent graduates should mention summer or part-time employment.
13. TIP: Educational history is important, even if you don't have a college degree.
14. TIP: Keep personal data to the minimum--and be honest.
15. TIP: Age need not be mentioned.
16. TIP: Marital status need not be mentioned.
17. TIP: List only those hobbies and activities that can help to describe you.
18. TIP: Mention your military service so that there is no time lapse in your history.
19. TIP: Use personal history only if it makes you more employable.
20. TIP: Do not include your photograph.
21. TIP: Your resume should NOT contain your references.
22. TIP: In your resume, don't tell why you left previous jobs.
23. TIP: Never mention salaries on your resume.

24. TIP: Remember, honesty is the best policy.
25. TIP: Be sure your resume appeals to the eye.
26. TIP: Remember, keep your resume brief.
27. TIP: Be sure to have adequate margins.
28. TIP: Use standard-size, good-quality paper.
29. TIP: Proofread your resume.
30. TIP: Each copy of your resume does not have to be individually typed.
31. TIP: When reproducing your resume, remember to use a good-quality paper.

April 30, 1986

Mr. John Doe
ABC Maple Street
Anytown, U.S.A.

Dear John,

I am submitting my resume in response to your advertisement (in the _____ for a _____) or (seeking _____).

(Mention skills relevant to position)

(Mention education)

I will be happy to describe my qualifications in greater detail in a personal interview.

Sincerely,

Mary Doe

STATEMENTS TO BE COMPLETED LIST

1. Today I wish I were
2. The main reason I am here is
3. When I think of my work, I
4. I choose friends who are
5. I think my best quality is my
6. I like
7. I am
8. I want to
9. My life is
10. I wish

This exercise helps the participants get acquainted with others by sharing their thoughts about certain issues. This learning experience is designed to explore the participants' thought processes.

CAN YOU FOLLOW DIRECTIONS?

This is a timed test -- you have three minutes only.

1. Read everything carefully before doing anything.
2. Put your name in the upper right hand corner of this paper.
3. Circle the word NAME in sentence two.
4. Draw five small squares in the upper left hand corner.
5. Put an "X" in each square.
6. Put a circle in each square.
7. Sign your name under the title of this paper.
8. After the title write: YES, YES, YES.
9. Put a circle completely around sentence number seven.
10. Put an "X" in the lower left hand corner of this paper.
11. Draw a triangle around the "X" you just put down.
12. On the back of this paper, multiply 12 by 45
13. Draw a rectangle around the word CORNER in sentence four.
14. Loudly call out your first name when you get this far along.
15. If you have followed directions carefully to this point, call out, "I have".
16. On the reverse side of this paper, add 683 and 362.
17. Put a circle around your answer.
18. In your normal speaking voice, count from ten to one.
19. With your pen point, punch three small holes in the top of this paper.
20. If you are the first one to reach this point, LOUDLY call out, "I AM
THE FIRST ONE TO THIS POINT, AND AM THE LEADER IN FOLLOWING DIRECTIONS."
21. Underline all the even numbers on the left side of this paper.
22. Loudly call out, "I AM NEARLY FINISHED. I HAVE FOLLOWED DIRECTIONS".
NOW that you have finished reading everything carefully, do ONLY
one and two.

TELEPHONE COMMUNICATION SKILLS

MATERIALS NEEDED BEFORE MAKING A CALL

I. Preparation

- A. Pencil/Pen
- B. Paper
- C. Resume/Updated sample application form
- D. Advertisement
- E. Calendar
- F. Watch/Idea of what the time is
- G. Map
- H. Quiet place
- I. Private phone
- J. Record/File (Info Sheet - Log Sheets)
- K. Good Attitude - Positive
- L. Know what & How you are going to say
- M. Good clear voice/Show enthusiasm
- N. Relax
- O. Don't eat or drink

TELEPHONE CALL PROCESS

II. Call

- A. Greeting
- B. Introduce yourself
- C. Ask to speak to - write down name
 - 1. Person in charge of hiring
 - 2. Personnel Director or Manager
 - 3. Mr., Mrs. or Ms.
- D. Greet/Introduce Yourself
- E. State why you are calling
 - 1. Be specific about Job & Source (Yrs. & Job Titles/Skills)
 - 2. Brief description of your qualifications

SET UP THE INTERVIEW

- 1. Name of the Company
- 2. Name of the Interviewer
- 3. Address
- 4. Date
- 5. Time
- 6. Directions/Location
- 7. Ask What will I need to bring?
- 8. Ask Will I be tested?
- G. Repeat Information
 - 1. That's.....
 - 2. I am looking forward to meeting with you
- H. Thank You
 - 1. I will see you then
 - 2. Thank you very much for your time
 - 3. Have a nice day

SIX ITEMS INCLUDED IN A BUSINESS LETTER

1. Why you're writting the letter
2. Where you learned about the job or training program
3. What you are able to do that is similar to the job you are applying for (skills, previous jobs, or training)
4. Who you are as a person (can be left out)
5. How the person can reach you
6. When you are available for an interview.

MIDDLESEX COUNTY COLLEGE

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PREPARING FOR THE WORKPLACE II

a two day workshop sponsored by Project RESOURCES
and presented by Mrs. Terry Turner of THE EMPLOYMENT NETWORK

April 29 and 30
Division of Community Education
West HALL, RM 107
10 am to 3 pm

- I. Welcome and Introductions
- II. Presentation: Addressing the needs of the retiree
as he/she prepares to re-enter the
workplace with emphasis on interviews,
applications, and the job search.
- III. The Temporary Agency
Presentation on Wednesday, April 29 by
Mary Lou Scott, General Manager, Rotator
Personnel Division 11:30 am.
- IV. Lunch Break
- V. Meeting Individual Needs

-
-
- -
 -
 -
 -

-
-
- -
 -
 -
 -

EDUCATION

AFFILIATIONS

PERSONAL

Resume

OBJECTIVE

SUMMARY

EXPERIENCE

(Company) _____ (Years) _____

(Title) _____

o (Accomplishments)

o

o

o

Resume Preparation

ACCOMPLISHMENT STATEMENTS



SATISFIERS/DISSATISFIERS



SKILLS
SKILL EXTRACTION



THE RESUME



THE IDEAL JOB



HOW TO INTERVIEW
EFFECTIVELY

Ten Greatest Accomplishments

What you did, Why you did it, What happened, \$ % #

--Specifically what you contributed--

--Specifically what the result was --

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

WORK EXPERIENCE:

Employer: _____ Started _____ Left _____

Address: _____

Title: _____

Supervisor: _____ Telephone No.: _____

Starting Salary: _____ Salary When Left: _____

Reason Left: _____

Description of Duties: _____

Employer: _____ Started _____ Left _____

Address: _____

Title: _____

Supervisor: _____ Telephone No.: _____

Starting Salary: _____ Salary When Left: _____

Reason Left: _____

Description of Duties: _____

Employer: _____ Started _____ Left _____

Address: _____

Title: _____

Supervisor: _____ Telephone No.: _____

Starting Salary: _____ Salary When Left: _____

Reason Left: _____

Description of Duties: _____

FURTHER COMMENTS:

APPLICATION FOR EMPLOYMENT

GENERAL DATA	First Name		Middle Name	Last Name	Position Applied For	
	Street Address				Acceptable Salary	Have you ever been employed by our company? <input type="checkbox"/> Yes <input type="checkbox"/> No
	City, State, Zip Code				On what date would you be available for work?	May we contact your present employer? <input type="checkbox"/> Yes <input type="checkbox"/> No
	No. of years at Present Address	Phone Number	Social Security No.		Do you have any family, business, health, or social obligations that would prevent you from any of the following: OVERTIME <input type="checkbox"/> Yes <input type="checkbox"/> No TRAVELING <input type="checkbox"/> Yes <input type="checkbox"/> No RELOCATION <input type="checkbox"/> Yes <input type="checkbox"/> No	

MEDICAL	Do you have a temporary disability that will require absence from work for an extended period? <input type="checkbox"/> Yes (Please Explain) <input type="checkbox"/> No		
	Have you ever applied or received workers' compensation for an industrial injury? <input type="checkbox"/> Yes <input type="checkbox"/> No	When?	For what injury?
	What physical defects do you have?		List all major illnesses you have had in last five years:
	Are you willing to take a physical examination at our expense? <input type="checkbox"/> Yes <input type="checkbox"/> No		

OTHER	Have you ever been found guilty of a crime or are there any criminal charges currently pending against you, if yes, explain (Omit minor traffic citations) <input type="checkbox"/> Yes <input type="checkbox"/> No	
	Person to notify in case of emergency	Address
		Phone Number

EDUCATION	High School Attended	Circle last grade completed 1 2 3 4 5 6 7 8 9 10 11 12	Did you graduate? <input type="checkbox"/> Yes <input type="checkbox"/> No	Date of graduation
	COLLEGE OR UNIVERSITY/CITY AND STATE	MAJOR SUBJECT	NO. OF YRS. COMPLETED	DEGREES OBTAINED

OTHER EDUCATION	

SPECIAL TRAINING, SKILLS, ACTIVITIES	

CLERICAL	Typing Speed	Shorthand Speed	Other
WPM	WPM	WPM	

MILITARY

Branch of U.S. Military Service	Type of Discharge	Date Entered	Date Discharged	Reserve Status <input type="checkbox"/> ACTIVE <input type="checkbox"/> INACTIVE <input type="checkbox"/> NONE
---------------------------------	-------------------	--------------	-----------------	---

WORK EXPERIENCE ☐ SEE RESUME/ **LIST ALL JOBS DURING PAST TEN YEARS ACCOUNT FOR ALL PERIODS OF MILITARY AND UNEMPLOYMENT**

Company Name	Street Address, City, State, Zip Code
--------------	---------------------------------------

Your Title	Supervisor's Name	Title	From:	To:
Reason for Leaving:			Starting Salary \$	Final Salary \$

Job Duties (Descriptions)

Company Name	Street Address, City, State, Zip Code
--------------	---------------------------------------

Your Title	Supervisor's Name	Title	From:	To:
Reason for Leaving:			Starting Salary \$	Final Salary \$

Job Duties (Descriptions)

Company Name	Street Address, City, State, Zip Code
--------------	---------------------------------------

Your Title	Supervisor's Name	Title	From:	To:
Reason for Leaving:			Starting Salary \$	Final Salary \$

Job Duties (Descriptions)

Company Name	Street Address, City, State, Zip Code
--------------	---------------------------------------

Your Title	Supervisor's Name	Title	From:	To:
Reason for Leaving:			Starting Salary \$	Final Salary \$

Job Duties (Descriptions)

Company Name	Street Address, City, State, Zip Code
--------------	---------------------------------------

Your Title	Supervisor's Name	Title	From:	To:
Reason for Leaving:			Starting Salary \$	Final Salary \$

Job Duties (Descriptions)

SIGNATURE

DATE

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Boundaries

1. Where do you want to work?
2. Do you want to work with data, things or people?
3. What kinds of assignments/responsibilities do you want to be held accountable for?
4. What kinds of people do you want to work with?
5. What kind of environment do you want to work in?
6. What values do you want the organization to hold?
7. What is the minimum/maximum level of responsibility and salary will you work for?
8. Does your background support your job choice?

TEN GOLDEN RULES
TO EFFECTIVE INTERVIEWING

1. APPEARANCE -- Your first impression is a lasting one. Make it count.
2. ATTITUDE -- Your attitude is probably the biggest single factor in your receiving a job offer.
3. ON TIME -- Show your interest and respect by being prompt to a scheduled interview.
4. COMPLETENESS -- Fill out the job application neatly and completely. Do not write on the application "see attached resume."
5. HONESTY -- Be honest about all areas of your life, experiences and education.
6. SALARY -- Write the word "open" in the "salary desired" section of the application form.
7. SALESMANSHIP -- Never exaggerate but be confident in your abilities.
8. COMPANY KNOWLEDGE -- Know the facts about the company before you interview.
9. COURTESY -- Good manners and common sense will always put you in good stead.
10. ASK FOR THE JOB -- Just as a good salesman will never leave an appointment without asking for the order, a good applicant will never leave an interview without asking for the job.

MIDDLESEX COUNTY COLLEGE
DIVISION OF COMMUNITY EDUCATION
Project RESOURCES

We hope that this workshop has been a positive learning experience for you. To help us improve our program, please answer the following questions:

1. The workshop presentation was:

() Excellent () Good () Fair () Poor
() of little value

2. The level of instruction was:

() Excellent () Good () Fair () Poor

3. Would you recommend the workshop to others?

4. What did you find most beneficial about the program?

5. What would you change?

name
(optional): _____

VI. FOLLOW-UP

Often a productive interview can be further enhanced with a brief personal letter of thanks sent the day after your job interview. This personal touch not only acknowledges the time spent by the interviewer with you, but also confirms your interest in the job for which you have applied. You may be the only candidate to use this tactic and it may place you above the competition when that employer is deciding who to hire. A personal handwritten note on your own stationery is recommended. If you were able to have an interview with both the department supervisor where the job opening exists and the personnel department representative send individually addressed letters of appreciation to both parties. The body of your personal acknowledgement might read as follows:

"I greatly appreciate the time you spent with me when I applied for the position of _____ with your company. Your interest in my candidacy is very encouraging. If you have any need for further information regarding my qualifications, please do not hesitate to contact me. I look forward to hearing from you as I am most anxious to work for your establishment."

The above paragraph is a general suggestion. Try to put your own personal thoughts into your follow up letter that best conveys your interest to that particular employer.

Now that you have studied this guide, please fill out the NEEDS ASSESSMENT checklist that follows.

Your answers will help you decide whether or not you need additional assistance.

20 years of leadership.
A commitment to excellence.

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185 WALL ROAD
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Project RESOURCES

**aiding retirees
and other older residents
of Middlesex County
to obtain part-time or temporary
full-time employment**

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Division of Community Education**

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Edison, N.J.
08818

RESOURCES is for . . .

Employees facing early retirement or other older residents of Middlesex County. The major impediment to re-entry in the labor market is often the absence of information necessary for employment. RESOURCES can provide this information.

Employers who can benefit from part-time or temporary workers with hands-on experience. Retirees present a practical alternative.

Project RESOURCES will offer a computerized clearinghouse of temporary, part-time positions appropriate for retired workers. Employee skills will be matched to employer needs.

also available . . .

Guidance

Advisement

For more information please call
Project RESOURCES Coordinator
Middlesex County College
Division of Community Education
(201) 548-6947 or
(201) 548-6000, ext. 350.

Workshops

Support

and will include . . .

Job Bank: temporary or part-time employment offering the possibility of employment in occupations different than those previously held.

Employer Based Retirement Programs: assisting local employers in establishing retiree employment, using workers retired from the company itself.

Advisory Council: drawing members from educational institutions, the private sector, and agencies providing services to older individuals. From this network of expertise new retiree employment opportunities may be developed.

Resource Manual: including retiree employment programs already in existence. Information will be available on program mechanics, history, assessment of advantages and disadvantages.



Retired? Returning to the Workforce?

**Are you interested in part-time
or temporary
full-time work?**

**We have some answers
for you.**

Project RESOURCES

Aiding retirees who want to return to work.

We can assist in finding employment opportunities
on a regular part-time or temporary full-time basis for retirees
or other older residents of Middlesex County.

Call (201) 548-6000, ext. 350 or (201) 548-6947.

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Middlesex County College Division of Community Education

Project RESOURCES is funded by the State of NJ Department of Higher Education, Office of Community Colleges.

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Division of Community Education



Project RESOURCES

NEWSLETTER

APRIL

1987

A WORD FROM THE DEAN

Welcome to the first issue of RESOURCES. Since the N.J. Department of Higher Education, Office of Community Colleges, awarded the funding for Project RESOURCES, we have been very busy in West Hall - the base of activity for Middlesex County College's Division of Community Education. Our primary goal is to assist retirees, 55 and older, who reside in Middlesex County to find employment on a part-time or temporary full-time basis.

To accomplish our goals we are working with both retirees and employers. The responses are wonderful! Using varied and flexible approaches we present RESOURCES as a unique and viable alternative.

Job Fair Launches RESOURCES

Our first event was the Job Fair sponsored by RESOURCES for more than 60 retirees and employers. Held on a brisk November day, it was the first formal opportunity for these two groups to meet through RESOURCES. Information was exchanged and immediate employment opportunities were discussed. Several employers stressed the dependability that is associated with the older worker, as well as a willingness to work within Social Security guidelines.

Discussion Groups are Ongoing

The large fair concept was followed by small discussion groups limited to retirees. We hold our discussion group meetings

We value your participation in Project RESOURCES. With this pilot program we have addressed yet another need of our county's older population. From its inception 20 years ago, the Division of Community Education has developed programs for, with, and by seniors. RESOURCES is the latest in our commitment to the seniors of our community.


Anita E. Voorhees, Dean
Division of Community Education

in room 107 of West Hall and enrollment is limited to 12 retirees per group whenever possible. We can identify the needs and abilities of the individual, offer the direct contact with the RESOURCES staff and provide peer support. If you have not attended a discussion group, and would like to do so, please call 548-6947.

HELPING HANDS

Five RESOURCES participants were recently hired to help Middlesex County College, Division of Community Education with a temporary, short term clerical project. Their supervisor, Marilyn Kirby, Director of Community Programs, praised their care and precision and called their overall performance outstanding.

Workshops

Cancelled by the snows of January and February, Workshop I, entitled "Preparing for the Workplace" was offered in March. RESOURCES was very fortunate to have Terry Turner from THE EMPLOYMENT NETWORK, as the instructor. THE EMPLOYMENT NETWORK, a program designed to meet the needs of individuals seeking employment, is located at both the New Brunswick Career Center and the Community Career Center of Perth Amboy. The two day workshop included writing (or updating) a resume, conducting a successful job search, and interviewing techniques. The next Workshop, scheduled for April 29, will focus on applications and interviews. For more information, please call 201-548-6947.



Arthur Stasio is a retired ceramic tiler whose avocation is art. Through the efforts of the RESOURCES staff, Mr. Stasio has been exploring employment opportunities in which he can use his artistic talents. We are pleased to publish a few of his sketches.

Comments from some of our recent placements:

John Coughlin, a retired professional fire fighter, attended both the Job Fair and the first discussion group. He identified for us a variety of individual and marketable skills with which he felt comfortable. As interim employment he found a job on his own that was not satisfying to him. With the assistance of the RESOURCES staff Mr. Coughlin is now employed in a corporate security position and has recently been promoted to a supervisory capacity.

Joseph A. Dessfosse found himself unemployed after 31 years with the General Electric Corporation. A skilled machinist/millwright, Mr. Dessfosse is working at his craft through the placement efforts of Eric Butler of Joule' Maintenance in Edison. In this situation RESOURCES brought together a skilled worker and an agency that specializes in industrial placements. The relationship is mutually beneficial as Mr. Dessfosse's industrial skills are appreciated and well applied.

Lorraine Baumgarten found that part-time employment was a "great way to get back into the business world." Especially after many years as a home engineer." She preferred general office work and a limit of two days per week. Her needs were met and her confidence built as she made the transition from home to business without short changing either.

PROJECT ASSISTANTS RECRUITED FROM RESOURCES RETIREES

Dorothy Bruecher, Michael Nigro, and Alex Siegelbaum have joined Project RESOURCES as assistants to the Coordinator, Darlene Yoseloff. As retirees looking for part-time employment, they each came to RESOURCES as participants in the program.

Dorothy Bruecher arrived at the Job Fair and later discussion group to gather information for the NJ Bell Life Member Pioneers. Then, program chairperson, Mrs. Bruecher arranged presentations for the monthly meetings of this large and active group of retirees. At this time she is vice president of the group. She is also a member of the NJ Bell Community Relations Board. Her experience in the community as well as her responsibilities in training and directing employees at NJ Bell makes her an asset to RESOURCES.

Alex Siegelbaum attended one of our "step-two" discussion groups. Mr. Siegelbaum, a new resident of Middlesex County, expressed the important need for continued mental stimulation after a career of 50 years in the technical and industrial community. His work in the coatings and aluminum pigments industries included management, research, publication, and international advisement. This background is particularly helpful in assisting corporations to best utilize the growing pool of retired workers.

Michael Nigro responded to a press release in THE ATOM TABLOID that invited retirees interested in returning to work to contact RESOURCES. And he did! Mr. Nigro's background combines both education and industry. He developed curriculum and conducted training programs for sales, technical, and executive personnel as well as for the introduction of new products and processes. His ability to be innovative in approach is essential in matching the variety of skills and accomplishment levels of RESOURCES' retirees to jobs in our community.

We welcome these talented people to Project RESOURCES and the Division of Community Education.

Classes in automated office skills are open to RESOURCES participants.
Call for more information.

Retirees and Employers Please Note: Complete and return if you wish to update any information in our Job Bank:

Name _____

Address _____

Phone _____

Updated Information: _____

return to: Project RESOURCES
West Hall Division of Community Education
Middlesex County College
Edison, NJ 08818

RESOURCES Advisory Council Meeting

At the first Advisory Council meeting on January 29 announcement was made of the 109 retirees and 75 employers who had registered with RESOURCES. All present were encouraged by this enthusiastic response.

The three project assistants were introduced and they discussed their procedures with employers and retirees. The programs were outlined to the council and a discussion followed on the placement of skilled workers in part-time or temporary full-time employment.

It was concluded that employers are very receptive to the hiring of older and "mature" workers. With Middlesex County's low rate of unemployment--4% approximately-- there is a need to look for an alternate source of workers. Also, there are changes in the industrial base of the County. Where once employment opportunities were predominately

industrial they are now service, warehouse, and distribution industries. Retraining and refresher courses must be made available to RESOURCES retirees.

Since some retirees may require transportation, we may look to the successful approach used by PTC during the holiday season where transportation arrangements were made for the workers.

Although retirees through RESOURCES generally look for part-time work, there are some who seek full-time employment. This may be either on a permanent or a temporary basis. This need is to be addressed further.

At the summation of the meeting, all present agreed to continue contacts and referrals, presentations, (particularly including personnel organizations), workshops and job related courses.

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PRESENTATIONS

A direct presentation for both employers and retirees outlines Project RESOURCES and its various components. The outline, extracted directly from the original grant proposal, allows some flexibility for delivery. By varying the component emphasis, it is appropriate for many groups, and can be given to an audience of one or one hundred.

The private sector can be approached in many ways. A direct mailing to area Chambers of Commerce resulted in invitations to address the members at monthly meetings. This is a particularly good opportunity to meet with the leaders of small and mid-size firms. In many cases, those firms are able to utilize the skills and expertise of retirees with management and professional backgrounds. Either as consultants or for short term employment, it is cost effective to hire only for the length of a project. Contacts and leads to other local organizations can also result from Chamber members.

Direct contact with the private sector is a part of the job development approach of the project assistants. Corporate contacts are researched and

calls are made. Although most employers prefer advance appointments, there are some human resource people who have open calling hours. A variation of the direct contact approach is to use the classified pages as an introduction. More and more classified ads are of a display nature and often a contact name is published. If a job is appropriate for a retiree, the call is placed and both the program and the retiree are discussed. Many employers have learned of RESOURCES through their own classified advertisements.

All staff members attend meetings of both the Division's Job Developers Forum and the Central Jersey Job Developers Association. In addition, individual staff members regularly attend meetings of the Community Relations Board and the American Society of Training and Development (ASTD). This networking increases the contacts with the private sector and includes the staff in job fairs, seminars, symposia and conferences held in the area.

Contact with retirees also includes direct presentations. Three major retirement communities within the County represent a tremendous potential for a program such as RESOURCES. These communities were initially contacted through the Education and

Recreation directors of each complex. Presentations were arranged either by the E & R office or through resident clubs. Each community has many special interest clubs that meet on a regular schedule.

It must be noted that presentations have not as yet been done in income regulated senior housing. Rent in a Title VIII building is based on income with the current rate being 30% of total income. It is very difficult for retirees to accept temporary jobs. If the job ends, the retiree's rent is still fixed until the next certification, based on prior earnings.

Several organizations of retired business and professional groups have active memberships and are usually receptive to guest speakers. Both the Lifetime Bell Pioneers and the National Association of Retired Federal Employees provided speaking engagements for RESOURCES. The presentation was summarized in their minutes and was also included in their news bulletins. In this way coverage is extended to members who are unable to attend meetings.

It is more difficult to speak before chapters of the American Association of Retired Persons (AARP). Speakers are invited by the program chairperson of individual chapters. RESOURCES staff was invited by a

local chapter and the district supervisor is also a member of the Advisory Council. In addition, RESOURCES is involved in AARP/Environmental Protection Program. This hires retirees with technical backgrounds for work which is contracted by the Environmental Protection Agency (EPA).

Through the network of service providers to the elderly, presentations are arranged on an ongoing basis. With each presentation, contact with the community becomes more expansive.

THE JOB BANK

Through the Job Bank contact is maintained with both retirees and employers. Jobs are either temporary or part-time positions and represent a wide range of employment opportunities. It is beneficial to the retiree as it offers the potential for employment in occupations different than those from which they retired. The Job Bank is especially helpful for retirees who have recently moved to Middlesex County or for those retirees whose employers have relocated to another area or state.

Basically, the Job Bank matches retirees to appropriate employment opportunities. In addition to skills, location and hours are considerations for matching. Each retiree registered with RESOURCES completes a Job Information form. The data gathered from this form is highlighted for the Job Bank. Employers also complete a form that contains information to be used in conjunction with the Job Bank. Samples of each form follow.

Originally intended to contain 50 jobs, the Job Bank has grown with the needs of the employers of Middlesex County. Positions such as those in banks,

food services, or entry level clerical are always available. Other more unique positions or job orders may be available only for a short time period. House sitters, food demonstrators, or artists may take more time to fill.

Although each job order is given equal consideration, logistics prohibit all from being filled. Most retirees stipulate quite clearly that they are seeking employment within 20 minutes of their home. In some cases even less travel time is allotted. Therefore, if the ideal job candidate lives 45 minutes from the work site, they are not offered the job.

The Job Bank is not computerized at this writing, however there are plans to do this within the next fiscal year. Computerization of this segment of the program is highly recommended. Operating the Job Bank manually is a slower procedure. Also it is more difficult to maintain and update records particularly as the numbers of both retirees and employers increase.

MIDDLESEX COUNTY COLLEGE
DIVISION OF COMMUNITY EDUCATION

JOB INFORMATION FAIR
FOR RETIREES AND PROSPECTIVE RETIREES

NAME _____

ADDRESS _____

TELEPHONE _____

Are you interested in obtaining part-time or temporary
full-time employment? _____

Identify your current employment skills:

What are your preferences?

Type of work _____

Location of work _____

Days you are available _____

RETURN TO: Middlesex County College
Division of Community Education
155 Mill Road
PO Box 3050
Edison, N.J. 08818-3050
Tel: 201-548-6000 ext. 3706

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CONTACT SHEET

[illegible]

ECO/82

PROJECT RESOURCES

NAME OF COMPANY _____

NAME OF REPRESENTATIVE _____

ADDRESS OF COMPANY _____ PHONE # _____

EMPLOYER LISTINGS

Please list those employment opportunities available to retirees:

JOB TITLE _____

HOURS: _____

LOCATION: _____

HOURLY RATE OR SALARY: _____

SKILLS REQUIRED: _____

JOB TITLE: _____

HOURS: _____

LOCATION: _____

HOURLY RATE OR SALARY: _____

SKILLS REQUIRED: _____

JOB TITLE: _____

HOURS: _____

LOCATION: _____

HOURLY RATE OR SALARY: _____

SKILLS REQUIRED: _____

JOB TITLE: _____

HOURS: _____

LOCATION: _____

HOURLY RATE OR SALARY: _____

SKILLS REQUIRED: _____

CONTACT SHEET

[illegible]

ECG/B2

OTHER SENIOR PROGRAMS

Prior to the start of RESOURCES both Green Thumb and the MCEOC Senior Aides program were in operation. For both federally funded programs the income eligibility is restricted. These programs are intended to assist those people over the age of 55 whose incomes place them at or near poverty levels. They provide a tremendous service to that population. However, a more inclusive program like RESOURCES was needed.

For the most part both programs place retirees in the non-profit sector and a wage subsidy is arranged with the employers. Built into the contractual arrangements of both organizations is the understanding that the retiree will eventually be placed in the private sector or in the non-profit sector in an unsubsidized position. There may be a time limit within which this is to be accomplished.

It is at this point that RESOURCES works directly with the other programs. Retirees from those programs can find placement through the Job Bank. Assistance can be offered on an individual basis through the contacts that RESOURCES' staff have made in the private sector. Essentially the retiree "graduates" from a

program that is subsidized to one that is not.

The retiree stays with the original program until placement in the private sector is arranged and any other necessary assistance is also provided. For example, transportation for this group is often difficult. Employment must be found that is accessible by public transportation. Only in a very few cases are car or van pools available. These availabilities are explored.

Working with Green Thumb and MCEOC enriches the opportunities for all participants. It illustrates that programs with similar goals and objectives can provide important links within the community at large. For the retirees, specifically, educational opportunities such as work shops and refresher courses are available. Training that is gained from the subsidized programs later becomes valuable work experience in an unsubsidized setting.

EMPLOYER BASED RETIREMENT PROGRAMS

The concept for this segment of RESOURCES is based on the options available to employees of such companies as Travelers Insurance of Hartford and the Equitable Life Assurance Society. Upon retirement, company employees indicate an interest in becoming a member of the employer's own job bank. Through this central clearinghouse jobs can be filled on a temporary full-or part-time basis by retired workers. Short term projects or jobs that are normally filled by temporary workers hired from outside employment agencies will be offered to retirees. Additionally, the trend to job sharing among two or more retirees is a viable possibility. All of these jobs are available to workers retired from the company itself.

Research indicates that only Travelers has a formal program. All other companies contacted, such as Corning Glassworks and A.T. & T., indicated that the option was offered informally to retirees. At Travelers the program has spread to include retirees from other companies in the Hartford area.

RESOURCES is in the process of selecting and

formalizing employer based programs with five local employers. In addition to the advantage of minimal training requirements, employers retain qualified, dependable employees. RESOURCES can assist employers in the following ways:

1. presentation of a workshop to those considering retirement. Discussion would center on options, expectations, community resources.
2. follow up workshop after 6-9 months of retirement. Discussion would now center on the realities encountered by the retiree. Workshops can be done on campus or at the employer's site.
3. assist in compiling literature that would extend the retirement portfolio. This literature would include community support systems, as well as material specific to the employer.
4. RESOURCES staff is available for presentations to employee groups.
5. retirees can attend any other programs sponsored by RESOURCES, i.e. workshops, support groups, etc.

Progress with this component of RESOURCES continues to proceed very slowly. At the onset it was decided to vary the types of businesses represented by

the five pilot program employers. As contacts are continuing some facts and restrictions have become more and more obvious. For example, union restrictions in several large firms preclude the employment of any part-time employees. This restriction includes their own retirees. Age is a factor with other corporations. Although they were interested in the theory, the average age of the employees was mid-30. Their employees would have no need for this type of option.

The level at which corporate policy is made can also be an impediment to the establishment of an employer based program. Discussions with local divisions of large corporations tend to proceed very slowly. A decision to be included in the program must come from the regional office or higher, and involves meetings and committee sessions on several levels. This process is slow and time consuming.

The Employer Based Program is suited to large and mid-size companies, and it is anticipated that within the next fiscal year formal programs will be in effect.

ADVISORY COUNCIL

It has been the experience of Middlesex County College and, particularly, the Division of Community Education that a new program gains from networks of experts. Developing and assessing program effectiveness through the collective expertise of this "quality circle" is the purpose for forming an active Advisory Council.

Members of the Council represent educational institutions, the private sector, and agencies providing services to the older individual. Political and religious groups are also included in the invited membership. The concern for the retirees situation is unanimous; the approaches, however, are diverse.

A topic for general discussion is included as a part of each meeting. The first meeting touched on the realities of part-time employment for the highly skilled worker. Suggestions were offered for this group with staff to provide follow up. At the next meeting programs for training and re-training were discussed. As reported RESOURCES retirees have enrolled in automated office skills classes given through the Division of Community Education.

The invited members, agendas and minutes from the meetings are herewith included.

MINUTES: RESOURCES Advisory Council Meeting 1/29/87

Following the introductions of those in attendance, a brief description of RESOURCES was given by Darlene Yoseloff, project coordinator. The Project was launched with a Job Fair on November 7, 1986 followed by small discussion groups (approx. 10 retirees). These discussion groups are on-going. This format helps the retiree express his/her individual needs and also to be part of a support group. Workshops are being offered to address those needs associated with re-entry to the workplace. For these workshops we are able to draw on the expertise of The EMPLOYMENT NETWORK at our New Brunswick/Perth Amboy Career Preparation Centers.

To date approximately 109 retirees and 75 employers have registered with RESOURCES. Our outreach to these groups was mostly in the form of press and radio spots and presentations to groups. The three project assistants will continue to contact both retirees and employers with emphasis on the latter group. In conjunction with their employer contacts a workshop on "Hiring the Older Worker" is seen as a necessity. The Council members present were in agreement with this and added that the attitudes towards the long term employee who has become complacent on the job should not be reflected on the older worker who is looking for employment.

The discussion then turned to the realities of part-time employment for the older, skilled worker. It was noted that calls from employers often requested "mature" workers. It was also indicated that employers were receptive to "older" workers. With the low rate of unemployment (4% approx.) in Middlesex County there is a need to look for alternate sources of workers. It was suggested that the outreach to employees be strengthened.

Although most of the retirees from RESOURCES are looking for part-time work, there are those who seek full-time employment. Within this group are those workers who were forced to take early retirement as plants closed or moved from the area. In contacting employers we must recognize that some cannot hire any part-time employees due to internal accounting, union or other company policies.

Transportation, or the lack of it, was also considered. During the holiday season, PIC was instrumental in coordinating transportation from New Brunswick and Perth Amboy to Woodbridge Center and Menlo Park Mall. Hopefully, the success of this program will encourage similar cooperative transportation programs.

One reality in considering the return of the highly skilled worker is the change in the face of employment opportunities in Middlesex County from industrial to service, warehouse and distribution industries. Retraining and refresher courses must be available to RESOURCES retirees.

At the summation of the meeting all present agreed to continue contacts and referrals, presentations (particularly including personnel organizations), workshops and job related courses. The success of the program to date is very encouraging.

The next Advisory Council meeting will be in April. Date to be announced.

Prepared by
Project RESOURCES staff

MINUTES: RESOURCES Advisory Council Meeting
June 4, 2 p.m. West Hall
Middlesex County College
Division of Community Education

Following the introductions of those in attendance, the annual report was given by the staff. The statistics, compiled as of June 1, were used as an outline for the report. The following points were explained:

1. Registered Employers include those whose contact was initiated by RESOURCES as well as those who independently contacted the staff.
2. Assisted in Placing refers to retirees who attended RESOURCES programs and worked with the staff. With this support and motivation they were able to conduct their own successful job search.
3. Referrals in Progress was described as those retirees for whom RESOURCES staff members are actively seeking employment.
4. The total of 105 retirees placed, assisted, or in progress leaves a balance of 85 registered retirees. There are many reasons why the retirees in this group are unemployed. Some retirees prefer to register prior to actual retirement. Others may have family or personal situations that are currently interfering with their ability to work.
5. Not included in the stat sheet were the six retirees enrolled in Project HOPE - HOMEMAKERS OFFICE PROFESSIONS EDUCATION - also offered through the Division of Community Education. Instruction is provided in basic word processing and refresher typing.

The meeting then turned to a general discussion of training and re-training courses most appropriate for RESOURCES participants and employers. Suggestions were made for developing training programs for bank tellers, customer service representatives, and telemarketing personnel. There is an established curriculum available for bank teller training. First Jersey National Bank will be contacted for more information. A JTPA certificate program for physical therapy and general nursing assistants was recommended for retirees.

The program objectives for the 87 FY continue to focus on work with both retirees and employers. The computerization of the Job Bank is targeted for the fall. The newsletter, so positively received this year by both retiree and employer, will be expanded to four issues. The discussion groups will

be scheduled on a monthly basis and opened to all retirees as a continuing motivation and learning experience. Contacts will continue in the Employer Based Retirement segment of the program.

The Council members were thanked for their support and encouragement this past year. Their efforts were recognized in the program's success. It is anticipated that the Advisory Council for Project RESOURCES will reconvene in the fall.

submitted by
Project RESOURCES staff

CONTACT WITH PARTICIPANTS

Close contacts with both employers and retirees is basic to the operation and functioning of RESOURCES. Each retiree is interviewed either at a discussion group meeting or by individual appointment. Thereafter, unless the retiree attends workshops, courses, or enrolls in the EMPLOYMENT NETWORK, the contact between staff and retiree is mainly by telephone. Ideally, each employer is visited by a staff member. This initial visit is followed by telephone contact as needed, and is strongly recommended in working with employers who have jobs available on an on-going basis.

Employers are requested to complete an information sheet (see chapter five). When calling on an employer, a tour of the facility is usually requested. At this time observations concerning the actual working conditions can be noted. For example, the past year, a workplace that could only be accessed by climbing three flights of stairs was deemed unsuitable for retirees. Another involved a very rapid assemblyline operation whose pace was too fast for most retirees. Only through an on site visit can the reality of the job be

considered from the retiree's perspective.

During the interview with the retiree, the basic job information form (see chapter five) is consulted and annotated. Often the retiree's comments on the form do not describe the job that the retiree is seeking. During the interview a more detailed picture can be compiled and used in assisting the retiree. In addition, specific family concerns or other issues that would reflect on job placement can be recorded.

After a retiree is placed the employment is confirmed with both employer and retiree using forms designed for each (samples follow). If indicated, appropriate action is taken upon receipt of the forms. If no immediate action is required, the retiree will be contacted at regular intervals. In the cover letter that accompanies the confirmation, it is made clear that placement does not terminate the relationship between retiree and RESOURCES. The staff encourages an on-going working relationship with all RESOURCES participants.

Throughout the year, forms have been developed that can accommodate many situations. By using forms, material is recorded uniformly and efficiently. Secretarial services can better be utilized for other

segments of the program. Continuity is maintained in handling information even as staff approaches may alternate.

COMPANY. _____

ADDRESS: _____

PHONE: _____

PROJECT RESOURCES
Middlesex County College
Division of Community Education
155 Mill Road, P.O. Box 3050
Edison, New Jersey, NJ 08818-3050

Name of Employee	Address	Telephone Number	Position # of hours worked Date	Supervisor (Title)
1. _____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____
6. _____	_____	_____	_____	_____
7. _____	_____	_____	_____	_____
8. _____	_____	_____	_____	_____
9. _____	_____	_____	_____	_____
10. _____	_____	_____	_____	_____

COMMENTS

NAME: _____
 ADDRESS: _____
 PHONE: _____

PROJECT RESOURCES
 MIDDLESEX COUNTY COLLEGE
 DIVISION OF COMMUNITY EDUCATION
 155 Mill Road, PO Box 3050
 Edison, New Jersey 08818-3050

Name of Company	Address	Telephone Number	Position # of hours worked Date	Supervisor (Title)
1. _____	_____	_____	_____	_____
2. _____	_____	_____	_____	_____
3. _____	_____	_____	_____	_____
4. _____	_____	_____	_____	_____
5. _____	_____	_____	_____	_____
6. _____	_____	_____	_____	_____
7. _____	_____	_____	_____	_____
8. _____	_____	_____	_____	_____
9. _____	_____	_____	_____	_____
10. _____	_____	_____	_____	_____

COMMENTS

PROJECT RESOURCES AND THE DIVISION OF COMMUNITY EDUCATION

Within the Division of Community Education Project RESOURCES has been able to work closely with several other programs. This relationship permits the retirees and the employers to share in the expertise and learning experiences available through the Division. The connections to the EMPLOYMENT NETWORK were described earlier. However, it must be stressed that in contrast to firms offering similar services at substantial fees, no fee is charged the retirees.

Retirees considering career changes are referred to the career guidance services that are available through the Community Advisement and Resource Center. The Center, located in the West Hall Annex on the Edison campus, offers a wide range of advisement services that can address the needs associated with the workers whose decision to retire was prematurely enforced. In considering alternate career options, evaluations of skills, interests, training, education, work experience and goals are conducted. There is a fee schedule for this service. The Displaced Homemaker Program, for which there is no fee, offers a supportive

atmosphere and services for those going through transitional periods of adjustment. Most recently six retirees, referred by RESOURCES, registered in Project HOPE. Enrolled in the four week course of study, these diligent and conscientious students have familiarized themselves with the automated office skills so necessary in today's workplace.

The faculty and staff at the Perth Amboy Community Career Center have become an invaluable link between RESOURCES and the Hispanic Community. Providing translators and translations for written material are only a start in the reach towards this community. The need for ESL programming that concentrates on the language of the workplace, is recognized. Efforts at providing this language facility for a group over the age of 55 are being made.

The Business, Labor and Industry programs have provided RESOURCES with a wealth of information regarding the daily workings of the businesses of Middlesex County. Leads provided from the staff of this department have resulted in jobs, personnel contacts, and information sharing on a wide scale. Retirees were placed as teacher aides and the potential for retirees as teachers in some of these programs was

underscored.

In fact, RESOURCES retirees have been able to provide temporary short term help for several projects within the Division. The positions include teacher aides, mail clerks, and other clerical assistants. The retirees hired for these jobs all had very positive experiences and enjoyed the "on call" aspect of the jobs. Several have expressed the desire to find permanent part-time jobs on campus.

Through the efforts of Dean Anita Voorhees, Dean of the Division of Community Education, a more formal approach to job development was recently put into place. In reconvening the Job Developers Forum, another avenue was opened for RESOURCES to work with other Division programs. Basically through regular meetings, job opportunities are shared, and joint programs are planned. Speakers are invited to address all programs that have direct occupational goals. In the networking process within the Division, RESOURCES has been able to grow.

OBSERVATIONS

These observations and comments were gathered from staff, retirees, and employers over the course of the program year.

...generally I was very warmly received by human resource people. This was especially true of Fortune 500 companies...openly supportive and enthusiastic about the RESOURCES concept...

From an insurance executive "...I only wish there was such an organization where my parents currently live. They could certainly use it."

From an executive director of a government agency:
"One of this country's greatest resources is the knowledge, intelligence, and experience of its people and a lot of it is part of our retirees. It would be a shame to let it go to waste."

The paths of a project assistant take many directions.
Research: following newspaper ads, working with local libraries...Networking: attending synposia, Job Fairs, community meetings. Contacts: calling on employers, discovering satisfactory and unsatisfactory working conditions, working with local Chambers of Commerce...

Employer reactions from the service industries: "Send them all."

Although most companies do not offer benefits packages to part time employees, some do. This is a positive feature for some retirees.

Temporary agencies and their services to local business have increased over the last 5 years. Retirees have been referred to temporary agencies when that type of employment is suitable for them. Both retiree and agency have been very comfortable with the arrangement.

Whenever there is a gathering of business organizations, the project assistant must always be ready to make a presentation on behalf of RESOURCES. Attending regular meetings of such organizations as the American Society of Training and Development, Small Business Administration, Job Service (NJ Department of Employment Services), etc.

Employers involved with cooperative education programs are familiar with using part-time workers. These same employers respond positively to retirees.

Opportunities to re-train must be available for retirees whose occupational skills may no longer have a place in the current job market.

...I wish to express my appreciation for your good and dedicated work in helping retired people like myself find usefull (sic) employment.

...In my case I wanted to fill in time, and make a few dollars to make ends meet and pay my medical insurance....(RESOURCES) kept giving me leads until I found something that I wanted to do...We (retirees) don't realize that there are employment opportunities

after retirement.

...has great regard for the experience and dependability which "mature" workers can bring to the workplace. We have many jobs to offer Senior Citizens, jobs which will suit their experience as well as their present lifestyle and needs.

RECOMMENDATIONS

The expectations with which RESOURCES began were more than met - they were surpassed. Many retirees were placed directly into jobs. For others the preparation and motivation of the program enabled them to find employment on their own. The Job Bank continues to operate in placing other retirees whose individual situations precluded placement prior to the statistical compilation.

As the individual parts of the program are assessed, recommendations for change are made. It is the opinion of the staff that the discussion groups be given a regular monthly time slot. Formerly only for new participants, they will now be open to all registered with RESOURCES. In this way their function as a support group will be expanded. Arrangements will be made for guest speakers to be invited. Their presentations will be of general interest to all RESOURCES retirees. Although the individual needs will still be addressed, the retiree will be able to benefit from a shared group experience.

The need to expand the training courses available to, and designed for retirees, is also recognized.

Those retirees enrolled in re-training programs have been diligent students. It was noted by the instructors that the course in automated office skills was a confidence builder and the enthusiasm of the retirees enrolled spread to others that they encountered. In planning a curriculum specifically for this group, it is suggested that class time be limited to 8 or 12 hours per week. Most retirees prefer this flexibility to attending a daily class. It correlates with the flexibility that they seek from employers.

Other areas for consideration in the development of training programs include data entry clerks, bank tellers, customer service representatives with CRT experience, and trained telemarketers. These courses were suggested in part by the members of the Advisory Council and in part by the assessment of the needs of employers in Middlesex County. The assessment of employers' needs is ongoing and active participation in local business organization, training and development programs, and professional personnel associations contributes to the data pertinent to assessment.

It is also recommended that consideration be given to the addition of a teaching component designed for retirees with technical, business, or professional

backgrounds. From this group can come potential adjunct faculty members. For those with no formal academic credits in education, a course in methodology and techniques needs to be offered. In addition time must be allotted to working under the direction of a faculty mentor in the same field. With the development of this component, the potential exists to contribute to the shortages of qualified teachers that exist throughout the country.

As the American population continues to age, the need for programs similar to RESOURCES continues to grow. In addition to studying employment potentials for older workers, RESOURCES could eventually add a component of eldercare to it. While companies have begun to add daycare facilities and allowances, they are slowly beginning to address eldercare. Some companies are aware of the time and energy being spent by employees who are prime care givers to elderly relatives. For these employees they are offering workshops and information on aspects of aging. They assist by telling people about help in their community.

In this current form RESOURCES has worked with more than 200 retirees. The main objective remains to assist in returning to the workplace. Education,

guidance, support and advisement are the structures through which the program succeeds. Within each of these structures the advisement to the retiree is offered to suit the individual's needs. Everyone associated with Project RESOURCES contributes to its success and to the learning process.

Finally, the need exists for innovative approaches to temporary and flextime employment geared to a particular project. Among retirees in Middlesex County there is a great pool of professional and managerial talent, as well as many individuals available to fill unskilled and middle-level positions. Although we have made strides with the latter groups more needs to be done to utilize the professional pool.